

# Delaware

The First State

Page 1

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF  
DELAWARE DO HEREBY CERTIFY THAT THE ATTACHED IS A TRUE AND  
CORRECT COPY OF THE CERTIFICATE OF FORMATION OF "CROWELL &  
MORING INTERNATIONAL, LLC" FILED IN THIS OFFICE ON THE TWENTY-  
NINTH DAY OF DECEMBER, A.D. 2015, AT 3:29 O'CLOCK P.M.

AND I DO HEREBY FURTHER CERTIFY THAT THE EFFECTIVE DATE  
OF THE AFORESAID CERTIFICATE OF FORMATION IS THE THIRTY-FIRST  
DAY OF DECEMBER, A.D. 2015 AT 11:59 O'CLOCK P.M.



2126832 8100V  
SR# 20151564311

You may verify this certificate online at [corp.delaware.gov/authver.shtml](http://corp.delaware.gov/authver.shtml)

A handwritten signature in black ink, appearing to read "JB", is written over a horizontal line. Below the line, the text "Jeffrey W. Bullock, Secretary of State" is printed.

Jeffrey W. Bullock, Secretary of State

Authentication: 201610143  
Date: 01-04-16

Exhibit C

STATE OF DELAWARE  
LIMITED LIABILITY COMPANY  
CERTIFICATE OF FORMATION  
OF  
CROWELL & MORING INTERNATIONAL, LLC

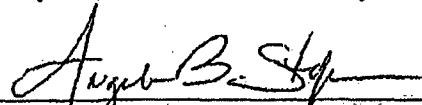
The undersigned hereby executes this Certificate of Formation of Crowell & Moring International, LLC (the "Company"), for the purpose of forming a limited liability company pursuant to the Delaware Limited Liability Company Act.

**FIRST:** The name of the Company is Crowell & Moring International, LLC.

**SECOND:** The address of the registered office of the Company in the State of Delaware is 1209 Orange Street, Corporation Trust Center, Wilmington, Delaware 19801 (New Castle County). The name of its registered agent at such address is The Corporation Trust Company.

**THIRD:** The formation is to become effective on December 31, 2015 at 11:59 p.m.

**IN WITNESS WHEREOF,** the undersigned, an authorized person of the Company, has caused this Certificate of Formation to be duly executed as of the 29<sup>th</sup> day of December, 2015.

By:   
Angela B. Styles, Authorized Person

DCACTIVE-31844157.1

State of Delaware  
Secretary of State  
Division of Corporations  
Delivered 03:29 PM 12/29/2015  
FILED 03:29 PM 12/29/2015  
SR 20151564311 - File Number 2126832

Exhibit C

# Delaware

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Page 1

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY THAT THE ATTACHED IS A TRUE AND CORRECT COPY OF THE CERTIFICATE OF CONVERSION OF A DELAWARE CORPORATION UNDER THE NAME OF "CROWELL & MORING INTERNATIONAL, INC." TO A DELAWARE LIMITED LIABILITY COMPANY, CHANGING ITS NAME FROM "CROWELL & MORING INTERNATIONAL, INC." TO "CROWELL & MORING INTERNATIONAL, LLC", FILED IN THIS OFFICE ON THE TWENTY-NINTH DAY OF DECEMBER, A.D. 2015, AT 3:29 O'CLOCK P.M.

AND I DO HEREBY FURTHER CERTIFY THAT THE EFFECTIVE DATE OF THE AFORESAID CERTIFICATE OF CONVERSION IS THE THIRTY-FIRST DAY OF DECEMBER, A.D. 2015 AT 11:59 O'CLOCK P.M.



2126832 8100V  
SR# 20151564311

You may verify this certificate online at [corp.delaware.gov/authver.shtml](http://corp.delaware.gov/authver.shtml)

  
Jeffrey W. Bullock, Secretary of State

Authentication: 201610143  
Date: 01-04-16

Exhibit C

STATE OF DELAWARE  
CERTIFICATE OF CONVERSION  
OF  
CROWELL & MORING INTERNATIONAL, INC.  
FROM  
A CORPORATION TO A LIMITED LIABILITY COMPANY  
PURSUANT TO SECTION 18-214  
OF THE DELAWARE LIMITED LIABILITY COMPANY ACT

FIRST: The jurisdiction where the Corporation first formed is Delaware.

SECOND: The jurisdiction immediately prior to filing this Certificate is Delaware.

THIRD: The date the corporation first formed is May 20, 1987.

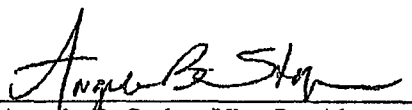
FOURTH: The name of the Corporation immediately prior to filing this Certificate is Crowell & Moring International, Inc.

FIFTH: The name of the Limited Liability Company set forth in the Certificate of Formation is Crowell & Moring International, LLC.

SIXTH: The conversion is to become effective on December 31, 2015 at 11:59 p.m.

IN WITNESS WHEREOF, said Corporation has caused this certificate to be signed by an authorized officer, this 29<sup>th</sup> day of December, 2015.

CROWELL & MORING  
INTERNATIONAL, INC.

By:   
Angela B. Styles, Vice President

DCACTIVE-31844157.1

State of Delaware  
Secretary of State  
Division of Corporations  
Delivered 03:29 PM 12/29/2015  
FILED 03:29 PM 12/29/2015  
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Page 1

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY THE ATTACHED IS A TRUE AND CORRECT COPY OF THE CERTIFICATE OF MERGER, WHICH MERGES:

"CROWELL & MORING INTERNATIONAL, L.P.", A DELAWARE LIMITED PARTNERSHIP,

WITH AND INTO "CROWELL & MORING INTERNATIONAL, INC." UNDER THE NAME OF "CROWELL & MORING INTERNATIONAL, INC.", A

CORPORATION ORGANIZED AND EXISTING UNDER THE LAWS OF THE STATE OF DELAWARE, AS RECEIVED AND FILED IN THIS OFFICE ON THE TWENTY-NINTH DAY OF DECEMBER, A.D. 2015, AT 3:24 O'CLOCK P.M.

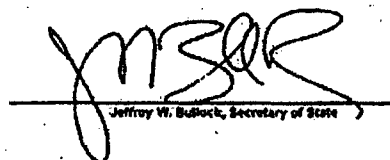
AND I DO HEREBY FURTHER CERTIFY THAT THE EFFECTIVE DATE OF THE AFORESAID CERTIFICATE OF MERGER IS THE THIRTIETH DAY OF DECEMBER, A.D. 2015.

A FILED COPY OF THIS CERTIFICATE HAS BEEN FORWARDED TO THE NEW CASTLE COUNTY RECORDER OF DEEDS.



2126832 8100M  
SR# 20151564310

You may verify this certificate online at [corp.delaware.gov/authver.shtml](http://corp.delaware.gov/authver.shtml)

  
Jeffrey W. Bullock, Secretary of State

Authentication: 201610093  
Date: 01-04-16

STATE OF DELAWARE  
CERTIFICATE OF MERGER  
OF

CROWELL & MORING INTERNATIONAL, L.P.,  
A DOMESTIC LIMITED PARTNERSHIP  
INTO  
CROWELL & MORING INTERNATIONAL, INC.,  
A DOMESTIC CORPORATION

State of Delaware  
Secretary of State  
Division of Corporations  
Delivered 03:24 PM 12/29/2015  
FILED 03:24 PM 12/29/2015  
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Pursuant to Title 8, Section 263(a) of the Delaware General Corporation Law and Title 6, Section 17-211 of the Delaware Limited Partnership Act, the undersigned corporation executed the following Certificate of Merger.

**FIRST:** The name of the surviving corporation is Crowell & Moring International, Inc., a Delaware corporation, and the name of the limited partnership being merged into this surviving corporation is Crowell & Moring International, L.P.

**SECOND:** The Agreement of Merger has been approved, adopted, certified, executed and acknowledged by the surviving corporation and the merging limited partnership.

**THIRD:** The name of the surviving corporation is Crowell & Moring International, Inc.

**FOURTH:** The merger shall become effective on December 30, 2015.

**FIFTH:** The Agreement of Merger is on file at 1001 Pennsylvania Ave NW, Washington, DC 20004, the place of business of the surviving corporation.

**SIXTH:** A copy of the Agreement of Merger will be furnished by the corporation on request, without cost, to any stockholder of any constituent corporation or partner of any constituent limited partnership.

**SEVENTH:** The Certificate of Incorporation of the surviving corporation shall be its Certificate of Incorporation.

**IN WITNESS WHEREOF,** said Corporation has caused this certificate to be signed by an authorized officer, this 29<sup>th</sup> day of December, 2015,

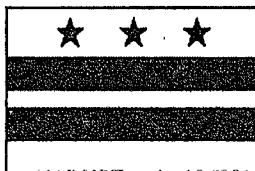
CROWELL & MORING  
INTERNATIONAL, INC.

By:   
Angela B. Styles, Vice President

Exhibit C

Initial File #: 872702

**GOVERNMENT OF THE DISTRICT OF COLUMBIA**  
**DEPARTMENT OF CONSUMER AND REGULATORY AFFAIRS**  
**CORPORATIONS DIVISION**



**C E R T I F I C A T E**

**THIS IS TO CERTIFY** that all applicable Trade Name requirements of the Omnibus Regulatory Reform Act of 1998 have been complied with and accordingly, this ***CERTIFICATE OF TRADE NAME REGISTRATION*** is hereby issued to:

**CROWELL & MORING INTERNATIONAL, LLC**

**Trade Name: C&M International**

**IN TESTIMONY WHEREOF** I have hereunto set my hand and caused the seal of this office to be affixed as of 1/28/2016 10:41 AM

Business and Professional Licensing Administration



A handwritten signature in cursive script, reading 'Patricia E. Grays'.

**PATRICIA E. GRAYS**  
Superintendent of Corporations  
Corporations Division

Muriel Bowser  
Mayor

Tracking #: 6f9dTVX6